

Talent Engage

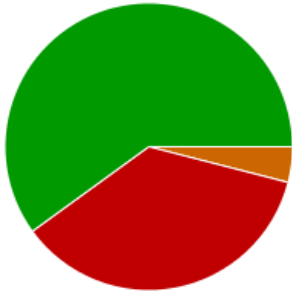
Employee engagement analysis report



REPORT GENERATED:	03 MARCH 2014
GROUP CATEGORY:	TOTAL GROUP
GROUP SIZE:	647
DATE RANGE:	ALL AVAILABLE DATA
COMPANY NAME:	THE ORGANISATION
SENSITIVITY	PRIVATE & CONFIDENTIAL

The overall level of engagement and career intentions of the report group are described in the Engagement Profile. The Organisational Performance Profile is also shown below.

1. Engagement Profile



N	%	
26	4.0	Leavers
233	36.0	At Risk
388	60.0	Engaged

(a) Factors Most Likely to Cause Turnover

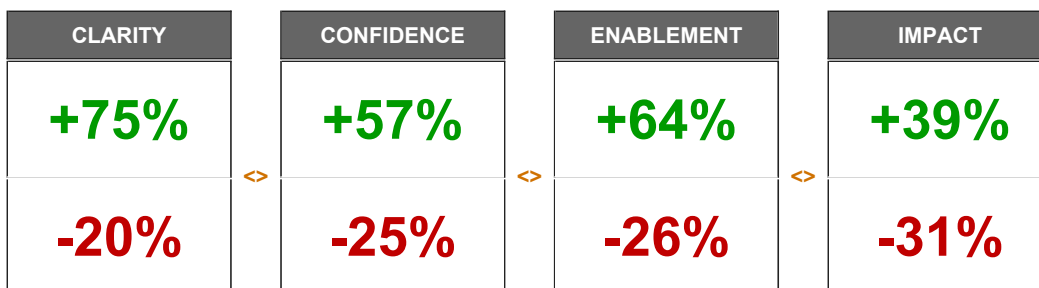
	%
<input checked="" type="checkbox"/> The pay & benefits package	71
<input checked="" type="checkbox"/> Potential for progression through the organisation	54
<input checked="" type="checkbox"/> Training and development opportunities	55
<input checked="" type="checkbox"/> Work-life balance	27
<input checked="" type="checkbox"/> Confidence in the organisation	52
<input checked="" type="checkbox"/> Relationship between employees and management	35
<input checked="" type="checkbox"/> The match between your expectations and reality	25

For more information, please see Appendix I.

(b) What We Do Well

There are no **significant** Retention Drivers; please refer to the detailed section of this report for more information.


2. Organisational Performance Profile



The following table summarises the **Turnover Drivers** that the 'At Risk' group has identified. Numbers shaded red and outlined represent **25%** or more of respondents.

Turnover Drivers


		N	%
1	The pay & benefits package	166	71.2
2	Potential for progression through the organisation	127	54.5
3	Training and development opportunities	129	55.4
4	Work-life balance	63	27.0
5	Relationships with your colleagues	29	12.4
6	The nature of the work itself	33	14.2
7	Confidence in the organisation	122	52.4
8	The physical working environment	20	8.6
9	Relationship between employees and management	81	34.8
10	What we do as an organisation	23	9.9
11	The degree of autonomy in your role	30	12.9
12	Relationship with your line manager	32	13.7
13	The match between your expectations and reality	59	25.3
14	Harassment / bullying	16	6.9
15	Your vocational choice (made a mistake)	8	3.4

 **Score above 25%**

This group of people currently have a high level of commitment and engagement. These **Retention Drivers** are summarised in the following table. Numbers shaded green and outlined represent **75%** or more of respondents.

Retention Drivers

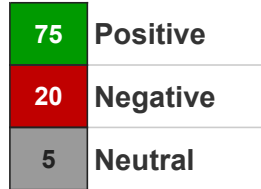
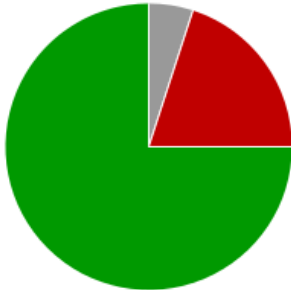
		N	%
1	The pay & benefits package	190	49.0
2	Potential for progression through the organisation	192	49.5
3	Training and development opportunities	172	44.3
4	Work-life balance	197	50.8
5	Relationships with your colleagues	223	57.5
6	The nature of the work itself	243	62.6
7	Confidence in the organisation	146	37.6
8	The physical working environment	115	29.6
9	Relationship between employees and management	114	29.4
10	What we do as an organisation	151	38.9
11	The degree of autonomy in your role	130	33.5
12	Relationship with your line manager	164	42.3

 **Score above 75%**

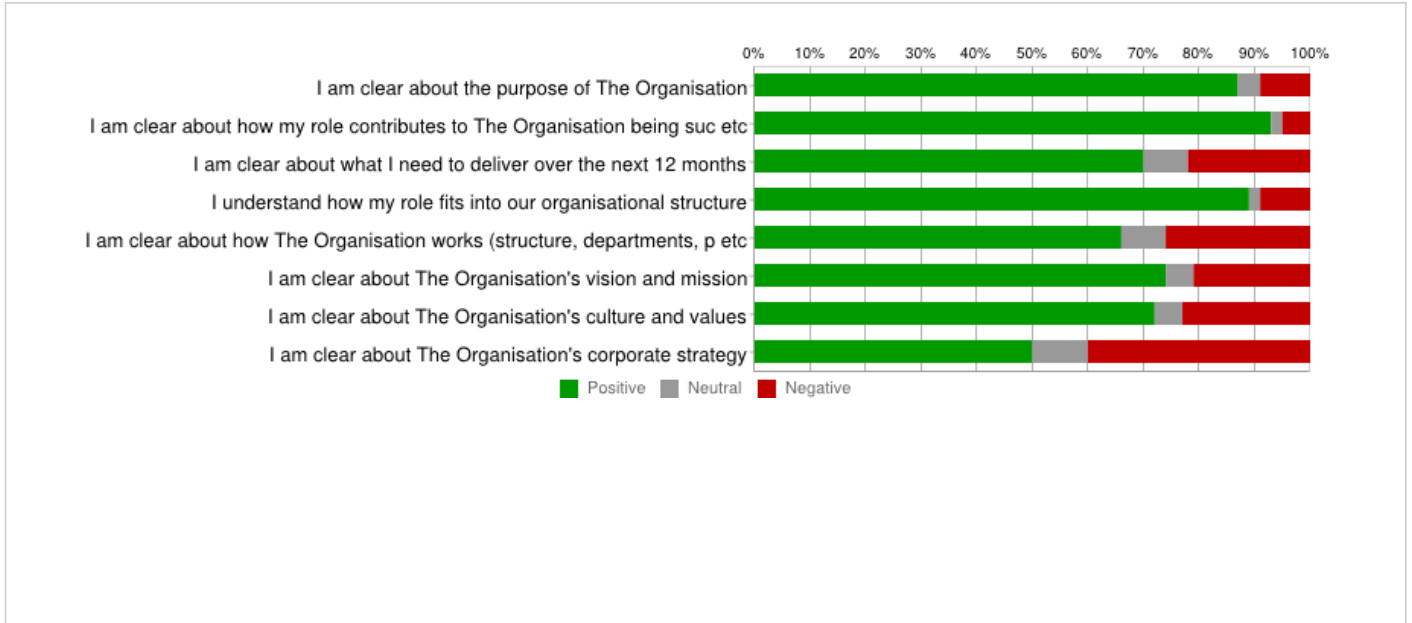
This section defines how clear people are about the future direction and vision of the organisation, how the organisation is structured and their role and responsibilities within it. High negative scores are likely to indicate a lack of focus and clarity on priorities.

Clarity

(a) Overall



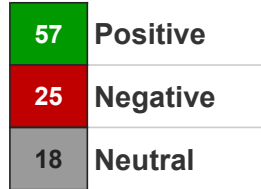
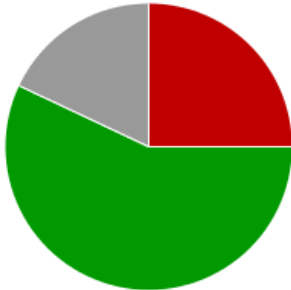
(b) Detail



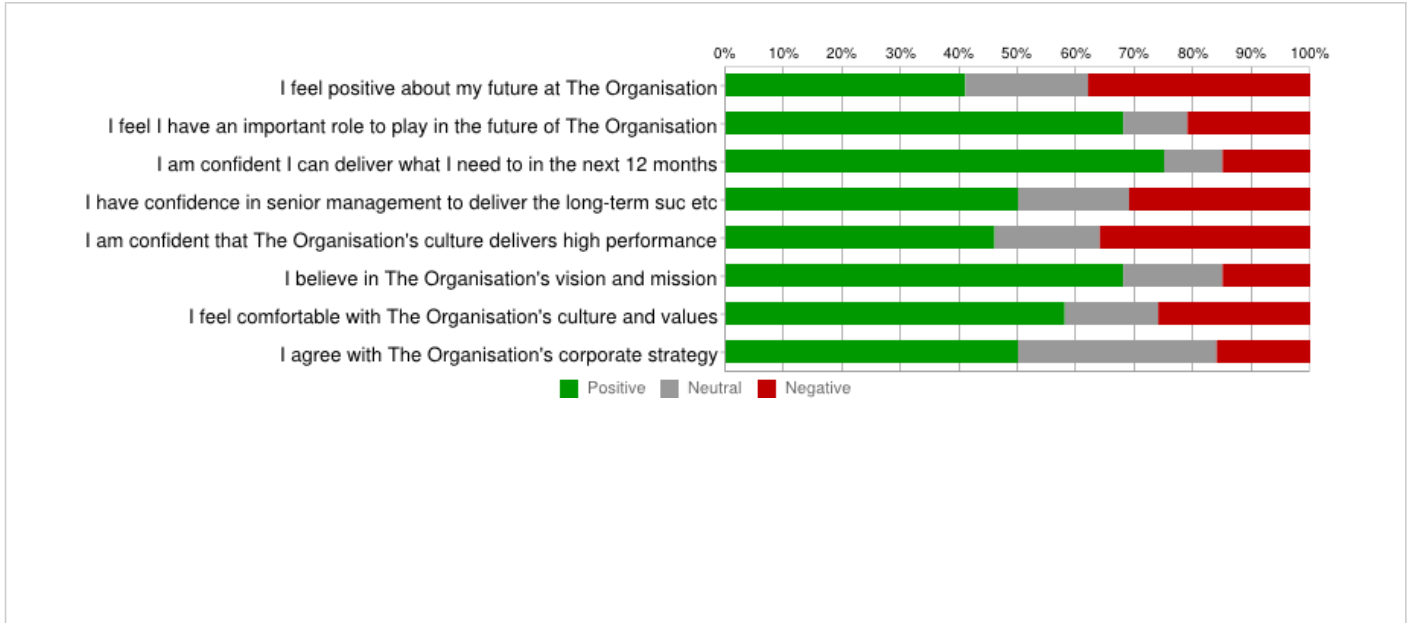
This section sets out how confident your people feel in relation to the strategic direction and leadership of the organisation and their future role at the organisation. High negative scores here are likely to indicate people don't believe the organisation will be successful going forward.

Confidence

(a) Overall



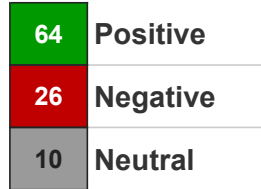
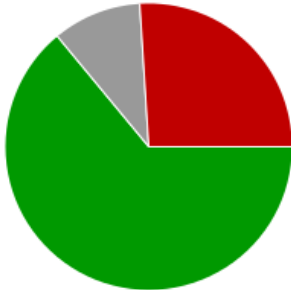
(b) Detail



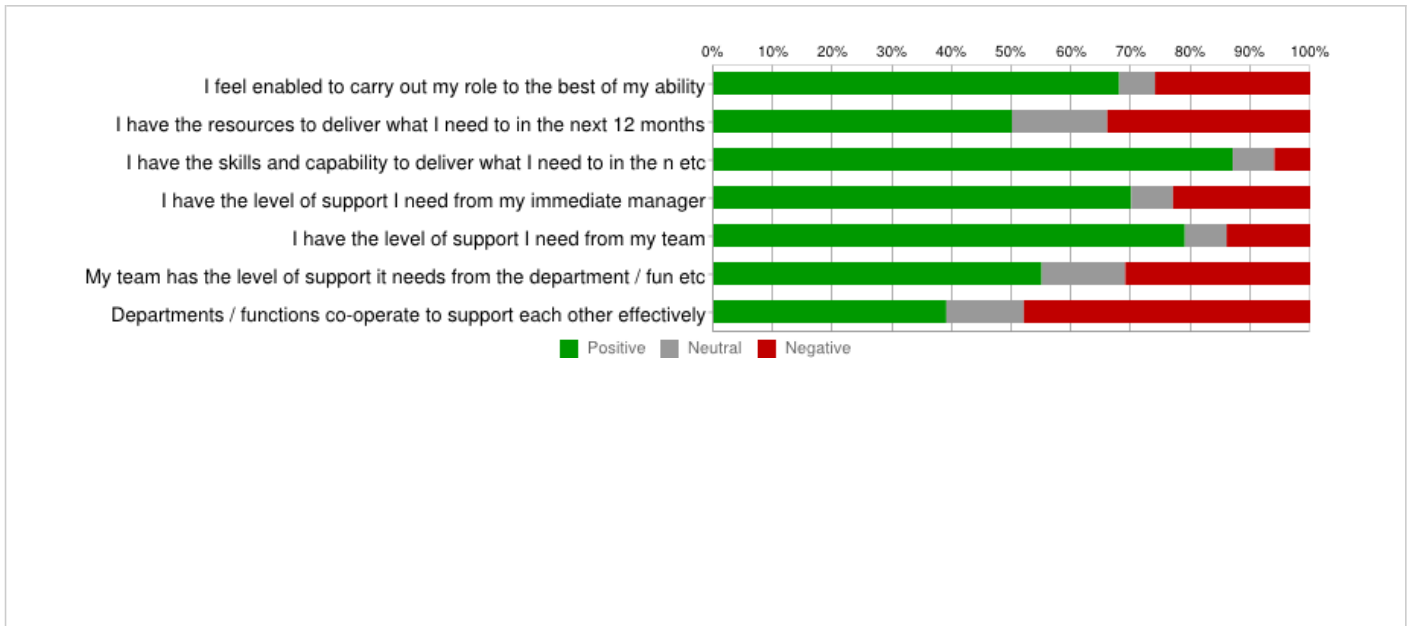
This section provides feedback into the extent to which your people feel they have the necessary support, resources and skills to deliver their goals. High negative scores indicate that your people feel they are not being set up for success.

Enablement

(a) Overall



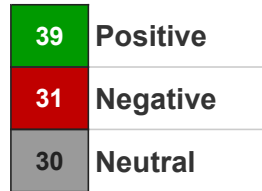
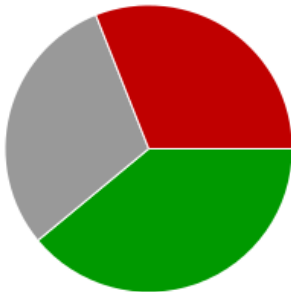
(b) Detail



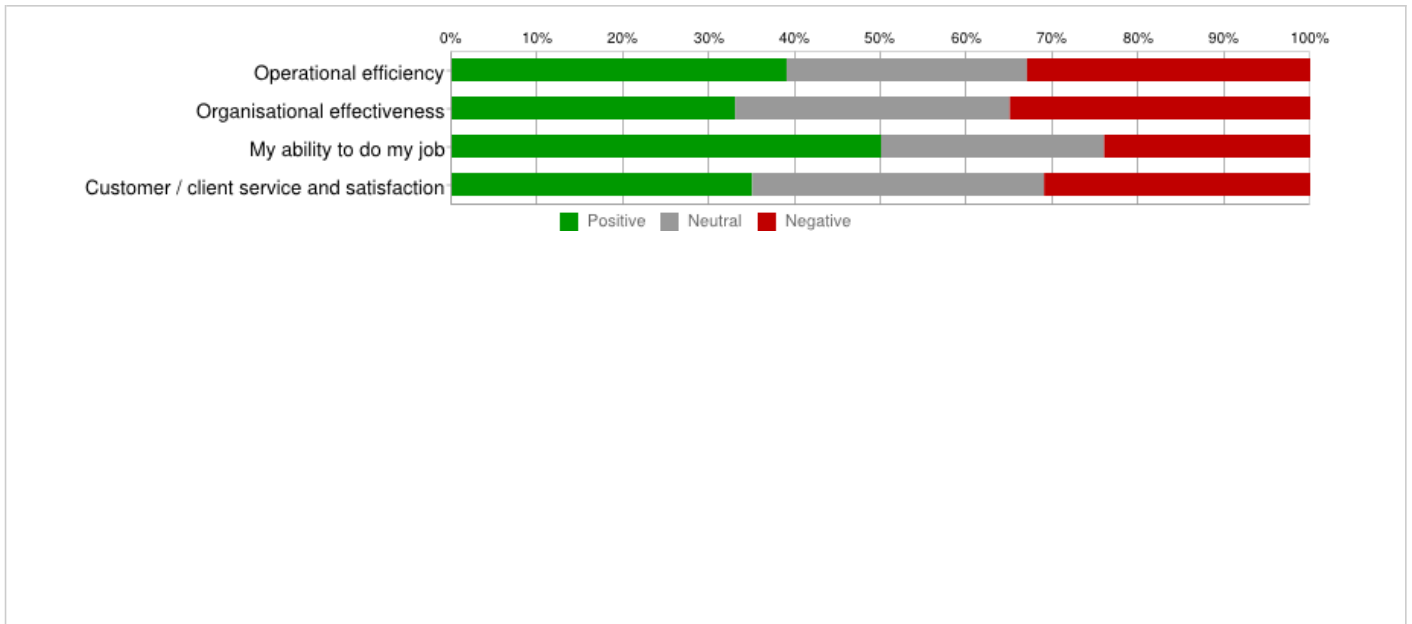
This section sets out how your people think the organisational decisions over the last 12 months have impacted different aspects of organisational performance.

Impact

(a) Overall

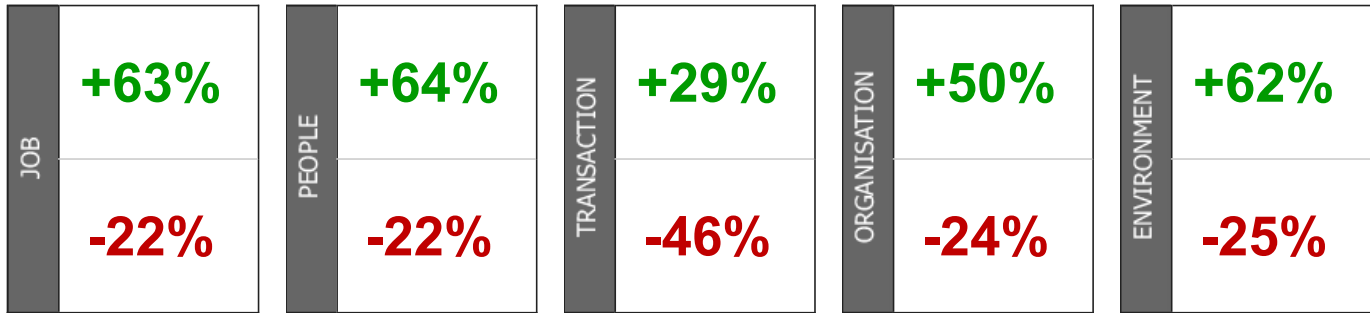


(b) Detail

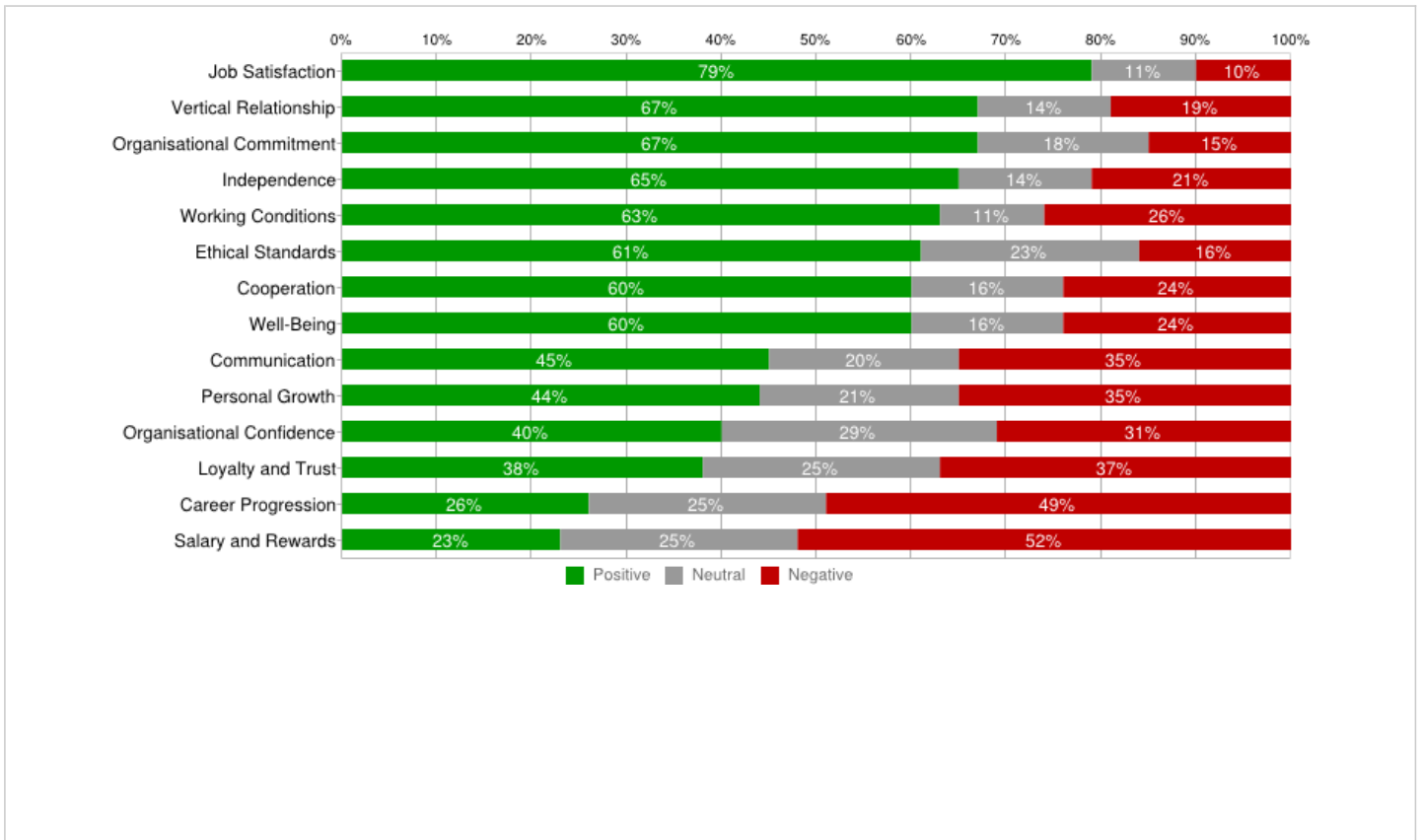


This section sets out how satisfied your people are across twelve work related areas known to influence employee engagement and organizational commitment. Results are shown below by high-level clusters and by the work areas ranked in order of satisfaction.

1. Satisfaction by Cluster



2. Satisfaction by Work Area



This section sets out how satisfied your people are across twelve work related areas known to influence employee engagement and organisational commitment. Responses to the statements are summarised as:

+	The percentage of candidates responding positively to the statement. For negative items, this is the percentage who disagreed. Numbers shaded and outlined represent 80% or more of respondents.
<>	The percentage of candidates who are unsure or where the statement does not apply.
-	The percentage of candidates responding negatively to the statement. For negative items, this is the percentage who agreed. Numbers shaded and outlined represent 40% or more of respondents.

1. Satisfaction with The Job

		+	<>	-
Personal Growth	I have been provided with good training opportunities to develop my skills	39	20	42
	My work is not challenging enough for me (-)	60	17	23
	I do not feel I will be able to fulfil my potential working here (-)	46	24	30
	The organisation identifies the training and development needs of employees	32	21	47
Job Satisfaction	My work is meaningful to me	82	9	9
	My job is the type of work I really enjoy	74	14	12
	I find my work satisfying	71	12	17
	I consider my job important	90	7	3
Independence	I am able to approach my work in my own way	72	12	16
	I set my own goals at work	66	13	21
	I am not given enough responsibility for my work (-)	64	15	21
	I am free to experiment with new ways of doing my job	56	17	27

2. Satisfaction with The People

		+	<>	-
Cooperation	I am part of a co-operative team at work	79	11	11
	People help each other out when things get hectic	67	13	19
	People value the contribution of each individual	43	23	34
	A sense of community is lacking where I work (-)	52	17	30
Vertical Relationship	My manager is approachable when I need him/her	79	10	11
	My manager is a motivating person to work for	64	17	19
	My manager sets a good example of behaviour	68	16	16
	My manager takes the time to provide feedback on my performance	57	14	29

Responses to the statements are summarised as:

+	The percentage of candidates responding positively to the statement. For negative items, this is the percentage who disagreed. Numbers shaded and outlined represent 80% or more of respondents.
<>	The percentage of candidates who are unsure or where the statement does not apply.
-	The percentage of candidates responding negatively to the statement. For negative items, this is the percentage who agreed. Numbers shaded and outlined represent 40% or more of respondents.

3. Satisfaction with The Transaction

		+	<>	-
Salary & Rewards	Exceeding expectations of performance is well-rewarded	16	22	62
	My performance is financially rewarded in a fair way	21	23	56
	My benefits package compares well with what I can get working elsewhere	38	24	38
	I could get paid much more doing the same job for another organisation (-)	16	31	53
Career Progression	Opportunities for promotion are very limited (-)	22	21	57
	Potential career paths are clearly defined	23	23	54
	The organisation treats my career progression seriously	32	30	37
Loyalty & Trust	The relationship between management and employees is based on trust	53	18	30
	The management can be trusted to act in the interests of the employees	35	25	40
	Promises made to employees by the organisation are not kept (-)	27	32	41

4. Satisfaction with The Organisation

		+	<>	-
Organisational Confidence	The business direction of the organisation is not communicated clearly (-)	32	24	44
	In my opinion the organisation has a prosperous future	54	30	16
	I am kept fully informed of new developments within the organisation	41	21	38
	Decisions taken at the top-level are typically not for the best (-)	34	39	27
Ethical Standards	I believe in the purpose of the organisation	69	20	11
	The organisation operates within a set of ethical principles	55	24	21
	Employees have equal opportunities regardless of age, gender, disability, ethnic origin, sexuality or spirituality	64	18	19
	The organisation's objectives are not always ethical (-)	56	28	16

Responses to the statements are summarised as:

+	The percentage of candidates responding positively to the statement. For negative items, this is the percentage who disagreed. Numbers shaded and outlined represent 80% or more of respondents.
<>	The percentage of candidates who are unsure or where the statement does not apply.
-	The percentage of candidates responding negatively to the statement. For negative items, this is the percentage who agreed. Numbers shaded and outlined represent 40% or more of respondents.

5. Satisfaction with The Environment

		+	<>	-
Well-Being	The demands of the job are a major source of stress for me (-)	54	16	30
	My workload is more than I can cope with (-)	57	20	23
	I am expected to work too many hours (-)	64	14	21
	My home life is adversely affected by the demands of the job (-)	65	12	23
Working Conditions	The organisation provides a comfortable working environment	70	11	19
	I rarely experience problems with the equipment I have to use	52	8	40
	My ability to do the job is compromised by poor equipment (-)	60	12	28
	The organisation provides good facilities	70	13	17

6. Commitment & Communication

		+	<>	-
Organisational Commitment	I am prepared to work very hard for the organisation	93	4	3
	I am proud to work for the organisation	64	24	12
	I believe in the organisation's vision and mission	60	27	13
	I do not feel as though I belong here (-)	71	18	12
	I identify strongly with the values of the organisation	58	29	13
	I resent having to put in extra effort for the organisation (-)	74	13	14
	I understand how what I do contributes to the success of the organisation	86	8	6
	I would recommend working for this organisation	50	26	24
Communication	The organisation inspires me to perform at my best	44	21	35
	Senior management makes an effort to integrate with employees	40	22	38
	My head of function/department/business line provides clear direction	60	19	21
	Communication is generally effective across functions/departments/business lines	31	19	50
	I am kept informed of key organisational developments	49	19	32
	I understand the reasons behind key organisational decisions	44	24	32